

CERTIFICATE OF APPRECIATION

Kudos!

Bhushan Maheshwari

for demonstrating an outstanding commitment
during **PM Hackathon 2.0** and placing among the



Director
Product Space



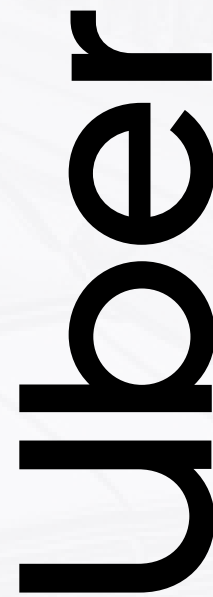
#PSUB2420

DATE OF ISSUE : 24 Nov 2024

About Uber

Objective

As a PM at Uber, your goal is to design a solution that optimizes Uber's Operations during concert days while maintaining a balance between the **surge demand-pricing** and while also looking to maximise **Uber's revenue**.



Uber is a multinational technology company that specializes in transportation and logistics. Its services include ride-hailing, food delivery, package delivery, freight transportation & more.

Statistics

No. of Active Users:	> 100M
Uber Drivers in India:	1M
Operates in:	125+ cities
Operating Revenue:	2666Cr
Ride-Hailing Revenue:	6.8B

Market Landscape

Actors Involved



Customers



Partners



Drivers

Uber

Uber

Competitors



BluSmart

SAVAARI
CAR RENTALS

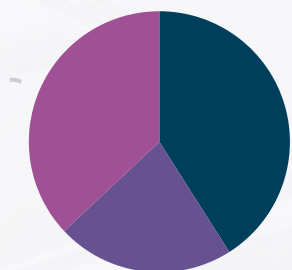
Market Share



Uber
37%

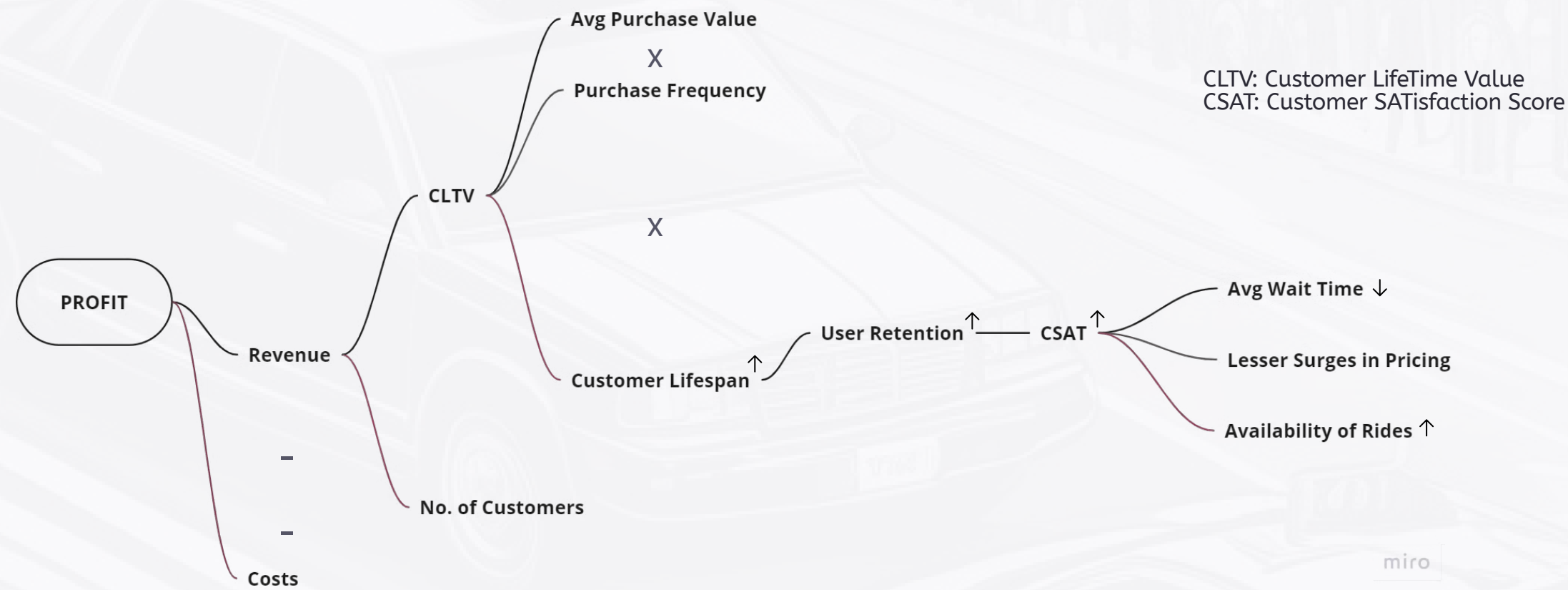
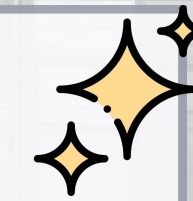
OLA
41%

Others
22%



Diving deeper into the Whys

KPI Tree: Mapping Business Outcomes to the Product Outcomes



Why does Uber want to achieve this?

- Uber aims to achieve this solution to maximize revenue by capturing high event demand and increasing bookings, while enhancing brand perception as a reliable choice for large events.
- By reducing traffic congestion through shuttles, Uber ensures operational efficiency and a smoother experience for users.
- Additionally, the solution helps attract new users, potentially converting them into regular Uber customers, supporting long-term growth



The Event-Goers

These are the ones who enjoy going to events on a regular basis

Why this Segment?

This segment comprises of most of the event-goers who are likely to always choose Uber if their experiences with the platform are improved.

Market Segment

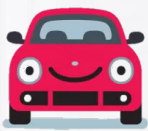
The Group Travellers

These are the ones who prefer going to events in groups

Why this Segment?

This segment represents the largest & most affluent group of attendees, with a higher propensity to bring additional guests/users, thus significantly contributing to overall event participation

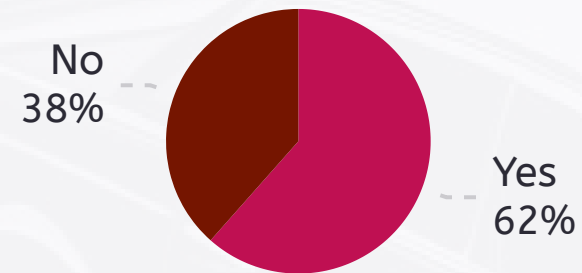




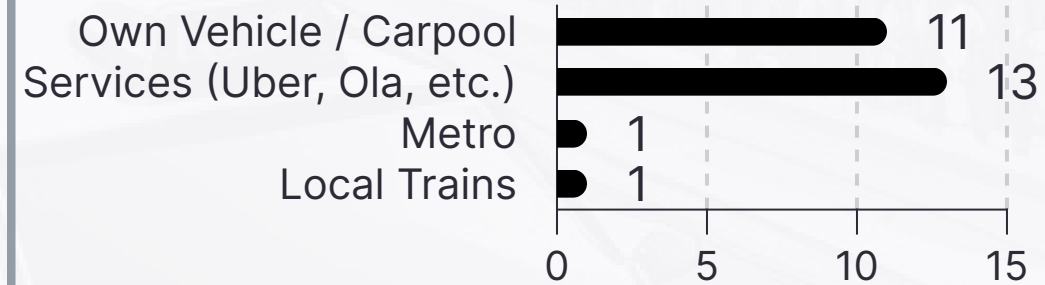
Competitor Analysis

Parameters						
Service Type	Rides, Rentals, Outstation	Rides, Rentals, Outstation	City Cabs, Rentals	Bike Taxi, Auto, Rides	Electric Cabs	Outstation, Rentals
Vehicle Types	Sedans, Hatchbacks, SUVs, Autos	Sedans, Hatchbacks, SUVs, Autos	Hatchbacks, Sedans, SUVs	Bikes, Autos	Electric Hatchbacks, Sedans	Sedans, SUVs
Availability	80+ Cities	250+ Cities	10-15 Urban Cities	100+ Cities	5+ Cities	200+ Cities
Pricing	Dynamic Pricing	Dynamic Pricing	Fixed & Dynamic	Low-cost for Bikes, Dynamic for Autos	Fixed & Affordable Pricing	Premium Pricing
Unique Features	Uber Pool, Safety Features, Ride Pass	Ola Share, Emergency Button	Simple UI, Budget Rides	Bike Taxis for Low Cost, Quick Bookings	All-Electric Fleet	Focus on Long Distance
Surge Pricing	Yes	Yes	No	Minimal	No	No
Additional Services	Uber Eats, Uber Connect	Ola Foods, Ola Money	Limited	Rapido Store Delivery	Only Electric Cabs	Only Outstation Bookings

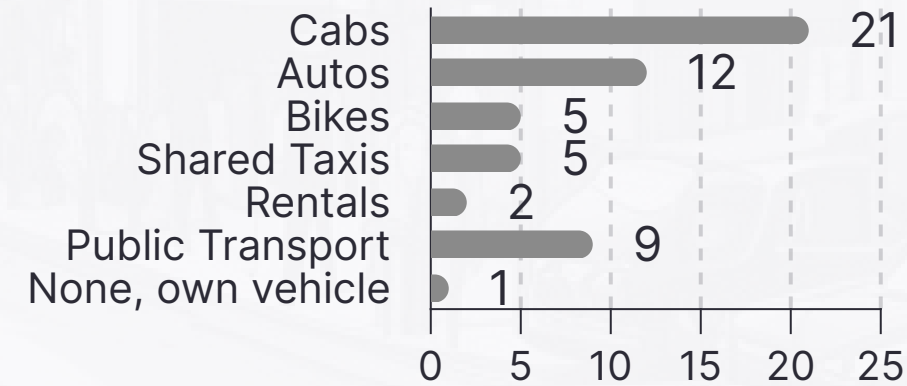
All about the User Research



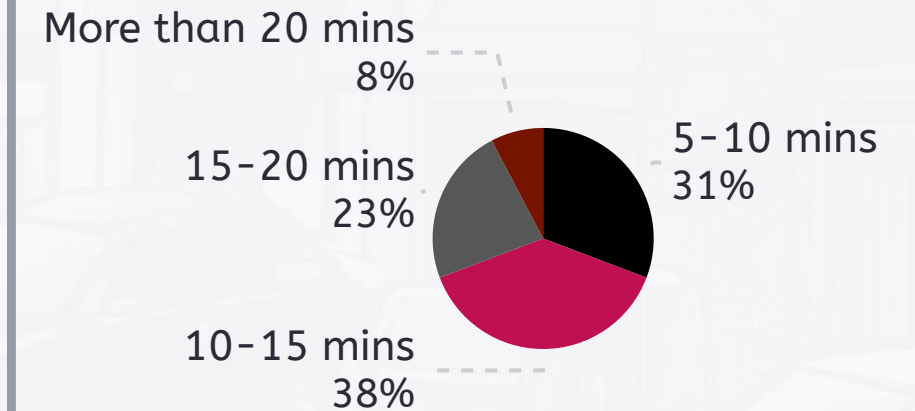
Have these users been to a large demand event?



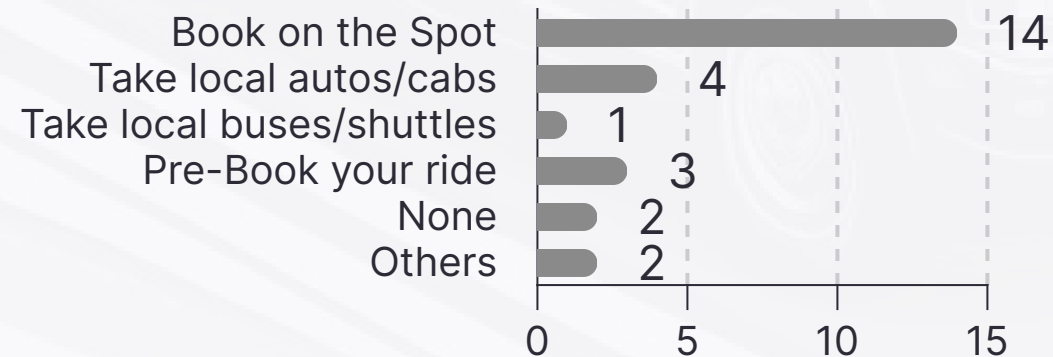
This is how users prefer to commute to the concerts



This is how users prefer to commute back from the concerts



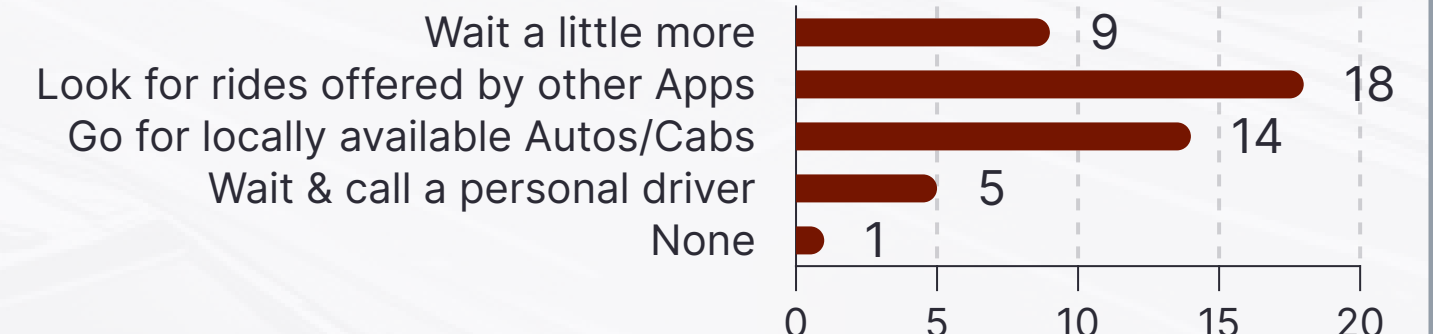
Time users are willing to wait for to get a ride



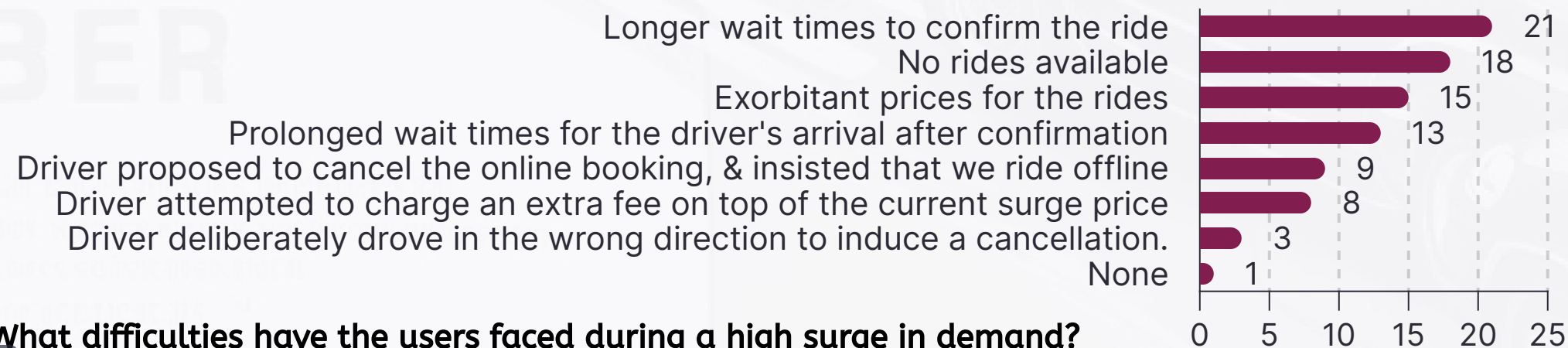
This is how users make their bookings post the concert



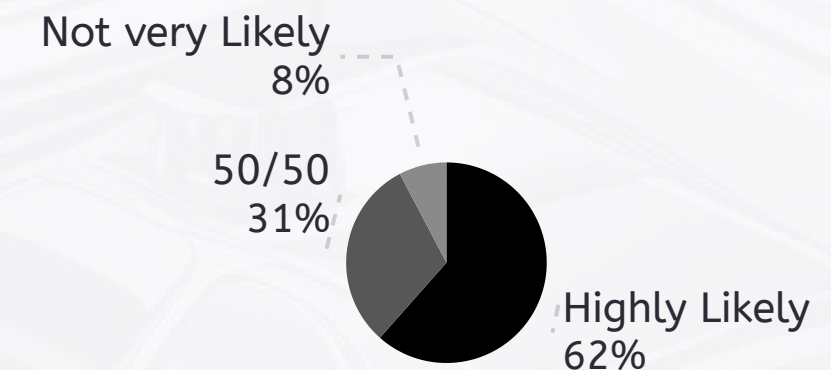
Preferred group size of Users



What do the users do if their preferred App service isn't able to assign them with a ride



What difficulties have the users faced during a high surge in demand?



How likely are the users to continue using Uber if the required enhancements are made?

All about the User Research

Pain Points to focus on based on User Research

- Due to a **surge in demand** it takes **really long** for the users to get confirmed rides
- Due to a shortage of vehicles find it difficult to find rides
- We see an **influx in the pricing** which is usually dynamic in nature because of the above mentioned reasons
- After confirmation customers often find it difficult to wait for the driver's arrival
- Users often find the **driver insisting** to **cancel the ride** and **ride offline**
- There are times when the customers find the **driver charging an extra fee** over an already surged up pricing

Insights from Secondary Research

- In general, users face a lot of **ride cancellations** from the driver's end
- They are asked for **cash payments**
- Some drivers have been reported to **charge extra fees** for turning on the **air conditioning**

Additional Takeaways

- Most of our users reside in **Tier - 1** and **Tier - 2** cities
- They lie in the age bracket of **18-35 years**
- According to the research conducted **14** out of **26** users use Uber

What users had to say during their 1:1 interviews

- "I've had to spend more money on transportation than I had initially planned"
- "The lack of reliable transportation at that time in the night makes it unsafe for me"
- "The estimated arrival time is often inaccurate, which leads to unpredictable wait times"
- "I've had difficulty booking my rides since there are usually no drivers available after a point"
- "The surge pricings are unexplainable and extremely high during peak hours"

User Personas: Who are we really solving this for?

Persona - 1



Name: Aman
Age: 31
City: Hyderabad
Occupation: Business Analyst
Online Usage: 4-5 hours
Interests: Enjoys going to events solo or in a duo

Pain Points

- Users find surge pricing exorbitantly high which hinders the entire budgeting process they had in mind
- Drivers often demand for extra cash over the surge pricing

Needs & Expectations

- I would like for the platform to start incentivizing drivers during peak hours
- I expect a fair pricing model, which adjusts prices reasonably

Persona - 2



Name: Tahira
Age: 28
City: Bangalore
Occupation: Design Manager
Online Usage: 1-3 hours
Interests: Likes going in a group of 3-4 for events

Pain Points

- There are lesser number of drivers to meet the increase in demand
- Wait times are too long to confirm the ride which causes frustration.

Needs & Expectations

- I want a smooth & efficient process in which I don't have to wait for long
- I would like to have more drivers at the concert location

Jobs-to-be-Done

- Users find it safer to travel this way after a concert since there is live tracking
- These apps help me avoid confusion
- Easier to find rides instead of finding any at concert locations
- The app offers various plans and provides flexible payment options

Scenarios & Triggers

- Social Triggers: Gets triggered by Social Media advertisements, Stories of Friends, Reels, Youtube Shorts, etc.
- Word-Of-Mouth Triggers: Gets triggered by positive word-of-mouth floating around amongst a group of friends

The Problem Framing Canvas



What is the True Problem?

After big Events and Concerts, users find it **difficult to get rides** due to **High demand**, while also **finding the prices** to be **unreasonably high** during the process, making the entire experience unpleasant for the users

Should we solve this problem now?

- By proactively addressing this issue, we can maintain a **Competitive Edge** in the market by delivering **Exceptional Customer Experiences**.
- In turn leading to an increase in **Customer Satisfaction (CSAT)**, which is directly correlated with higher **User Retention**
- Now this will positively impact **Customer Lifetime Value (CLTV)**, a key metric for long-term profitability and **Revenue** so too will our overall **Revenue**, strengthening our Market Position.

Is this a real Problem?

Our User research revealed significant issues with ride confirmation times and surge pricing. **81%** of users experienced **longer wait times**, while **58%** found **prices** to be **excessively high**, which lead **69%** of our users to explore **alternative ride-hailing apps**.

Who are the users facing the problem?

This problem primarily impacts individuals between the ages of **18** and **35** who regularly **attend concerts** and enjoy **socializing in groups**.

Value generated by solving this problem now

For the Users

- An increase in User Retention
- An increase in User Trust
- An ease in booking
- Lesser frustrations
- Assured ride availability

For the Business

- A significant increase in the profit margin
- An increase in the Revenue
- A good change in Market Share
- An increase in Positive Word of Mouth
- Increased brand reputation

Our potential solutions look like this

Solution - 1: -Shuttle Service with Pre-Booking and Route Identification

How It Works:

- Uber partners with local bus service providers to operate shuttle services from various pickup points across the city to the concert venue. Each shuttle is assigned a unique route number and timing, helping concert-goers identify their shuttles easily. Users can pre-book their shuttle seats through the Uber app, securing their transportation in advance.

Benefits:

- **Efficient Demand Management:** Shuttles transport large groups, easing the demand on individual cabs.
- **Traffic Flow Control:** Designated routes reduce congestion by minimizing individual vehicle trips to and from the venue.
- **User Convenience:** Pre-booking offers predictability and assurance, enhancing the user experience.

Impact:

- **Revenue Generation:** High shuttle bookings increase Uber's revenue.
- **Improved Brand Perception:** Uber is seen as a reliable transportation option for large events, potentially attracting new users.
- **Operational Efficiency:** Shuttle services reduce the pressure on individual cars and drivers, enhancing Uber's service efficiency on concert days.

Solution - 2:- Staggered Pricing with Flexible Ride-Timing Options

How It Works:

- Offer staggered, discounted pricing for users willing to adjust their ride timing slightly before or after peak demand hours. Users can choose from pre-set time slots with varying fare levels, with the lowest fares during less busy periods.

Benefits:

- **Demand Distribution:** Spreads demand across different time slots, reducing peak-time strain.
- **Cost-Effectiveness:** Provides users with flexible and budget-friendly options, enhancing satisfaction.

Impact:

- **Revenue Optimization:** Encourages bookings during off-peak hours, boosting total rides while balancing surge pricing.
- **Reduced Wait Times:** Prevents overwhelming demand, ensuring faster service and better availability during peak times.

Prioritisation & more about the proposed solution

We'll prioritise our Solution on

RICE	Reach (R)	Impact (I)	Confidence (C)	Effort (E)	Calculations	RICE Score
S1	4 (High)	3 (Medium)	4 (High)	4 (High)	$(4 * 3 * 4) / 4$	12
S2	3 (Medium)	3 (Medium)	2 (Low)	3 (Medium)	$(3 * 3 * 2) / 3$	6

Legend: 2 = Low, 3 = Medium, 4 = High

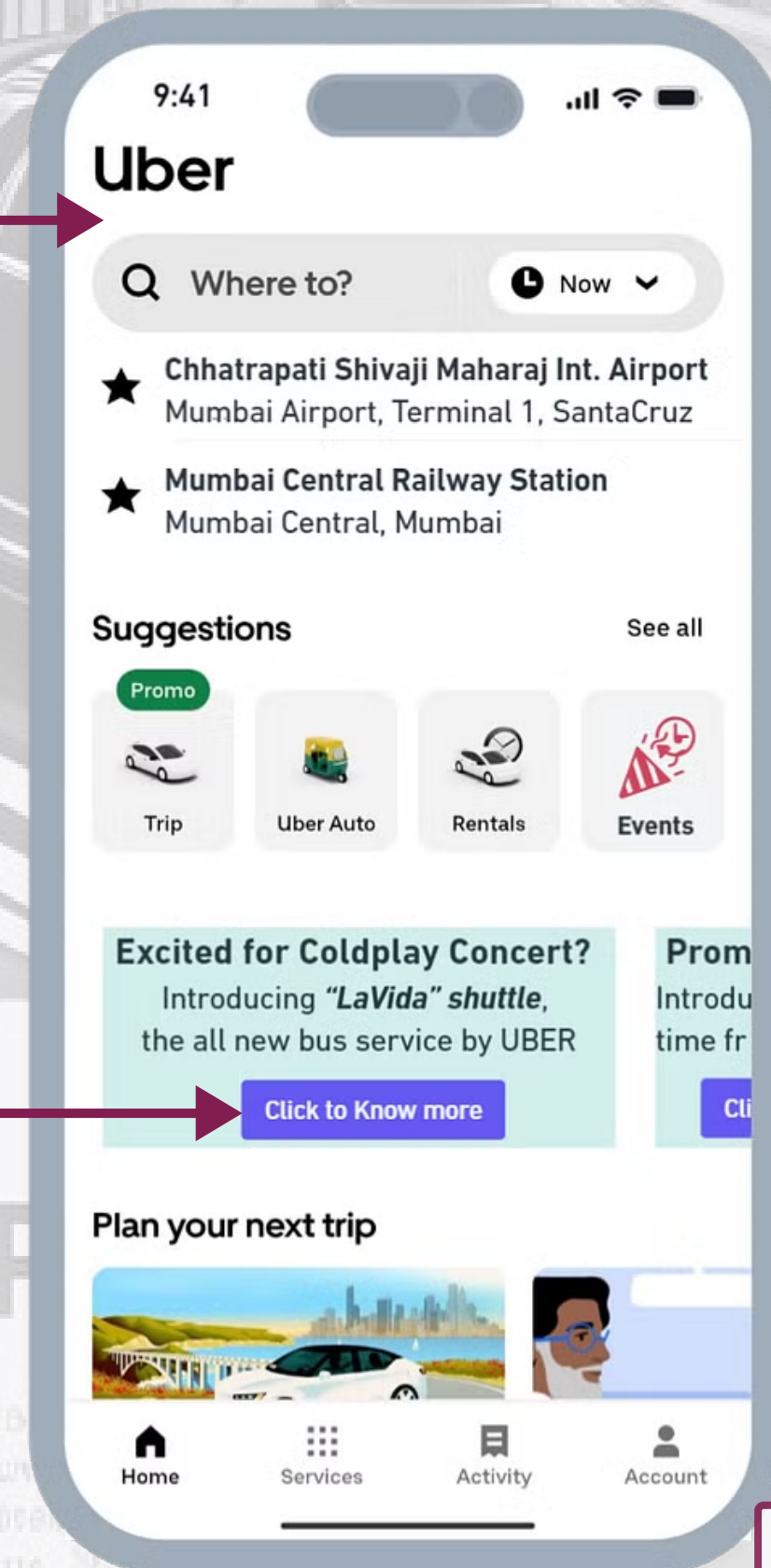
Why will our Solution Work?

- High Capacity & Demand Management: Shuttle services can transport large groups at once, reducing the strain on individual cabs.
- Enhanced Traffic Flow: By using set routes & designated pickup points, the shuttles prevent traffic congestion near the concert venue, ensuring minimal disruption to city traffic.
- User Convenience: Pre-booking through the Uber app provides concert-goers with a predictable, reliable, and affordable transportation option, increasing adoption and satisfaction.

How is the solution good for our Business?

- Revenue Boost Through Pre-Bookings: Allowing users to pre-book rides increases revenue predictability and secures upfront payment.
- Increased Brand Visibility: Partnering on high-profile events like concerts enhances Uber's visibility and positions it as a reliable event transportation option, strengthening brand perception.
- Cost Efficiency in Resource Allocation: Shuttle services reduce the need for a large fleet of individual cars.
- New Customer Acquisition: Offering a convenient and affordable transport option attracts new users who might not regularly use Uber, potentially converting them into long-term customers.

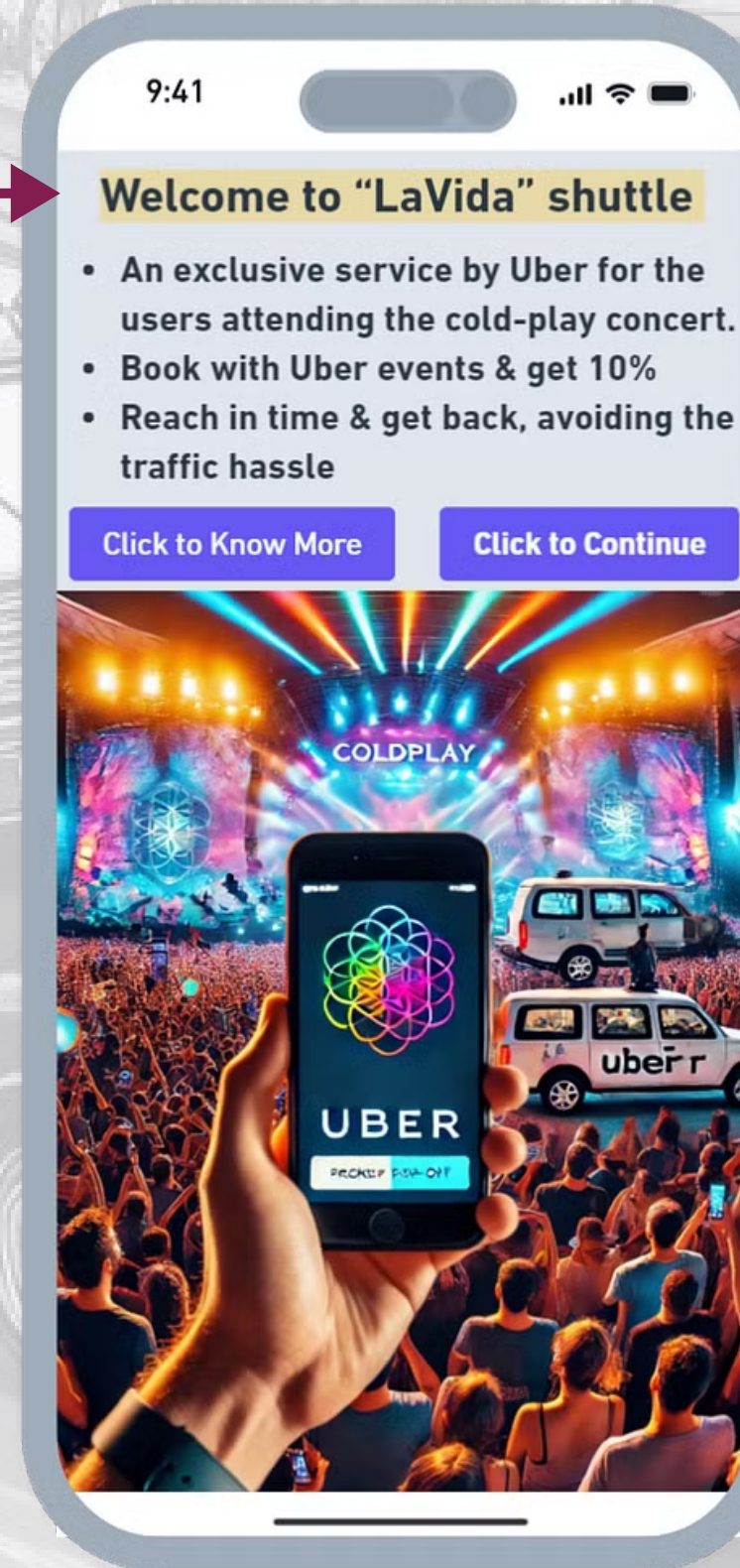
Wireframing



The Starts with the Homepage

Now, the user clicks on the banner on the Home Page.

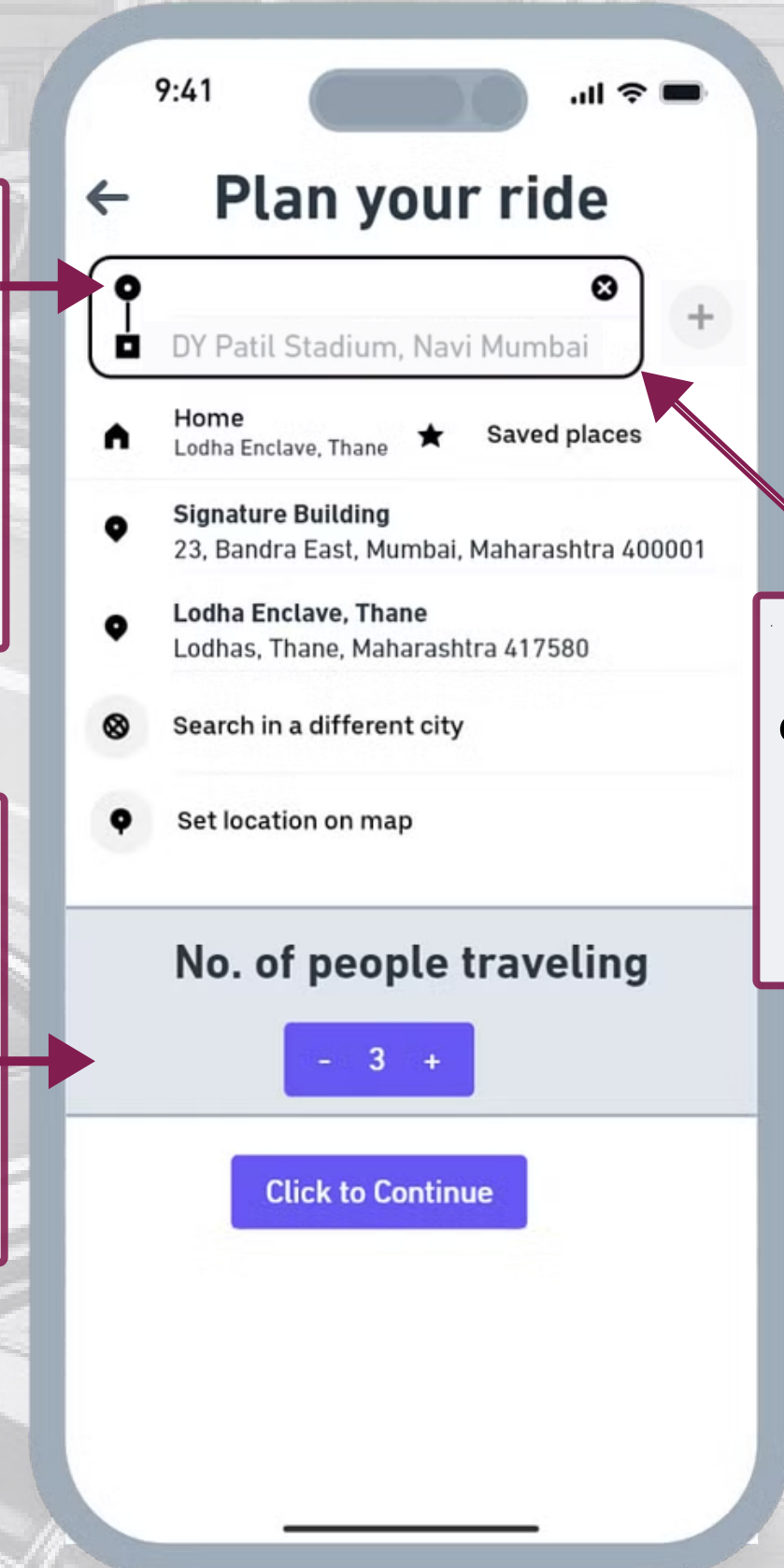
This offers detailed information regarding the services being provided



User enters a welcome page that provides more info on the Shuttle Services & proceeds to Continue

To plan a ride, the user starts by entering a Pickup Location

Also enters the total number of people there are per booking



We have the drop location disabled for this Event's Service

Wireframing

After entering the PickUp Location, the User is Suggested with the Best Routes available.

Each route has ETA mentioned from each pickup point to the venue, and the prices per person, against it.

The User can also find other Routes along with the Best Suggested Routes

9:41

← **Your Ride Details**

Signature Building
DY Patil Stadium, Navi Mumbai

Best Suggested Route

- ☒ ROUTE 4 ETA: 75 MIN ₹80 PP
- ☐ ROUTE 17A ETA: 90 MIN ₹80 PP

Other Routes

- ☐ ROUTE 14 ETA: 95 MIN ₹120 PP
- ☐ ROUTE 8 ETA: 125 MIN ₹130 PP
- ☐ ROUTE 17B ETA: 145 MIN ₹150 PP

NOTE:

- Click on each route to know all the stops and expected time of departure from each stop.
- Each Route buses are available at different timings, Click on the route & Proceed to Book your slots

We also have the add stop button disabled for this Event's Service

Additional Note has been included to provide users with more information about the routes available

After selecting Route 4 as a preferred Route, the User is now taken to the page which lets the User select a preferred Time from a list of different options for this Route

Apart from automatically registering a user's mobile number, this page also takes an Emergency Contact Number as an Input

9:41

← **Route 4**

☒ ROUTE 4 ETA: 75 MIN ₹80 PP

Buses from your location

Click on the suitable slot time to proceed

- ☐ 5:00 PM
- ☐ 5:30 PM
- ☐ 6:00 PM (Couple seat remaining)
- ☒ 6:15 PM (Hurry Up, 5 seats remaining)
- ☐ 6:30 PM (Only 1 seat left)
- ☐ 6:45 PM
- ☐ 7:00 PM
- ☐ 7:15 PM (LAST BUS)

Enter Your Coldplay Ticket Id

Enter Emergency Contact Number

Click to confirm your booking

This page also takes the User's Coldplay Ticket's ID to ensure the User is legitimate and is only booking for the event.

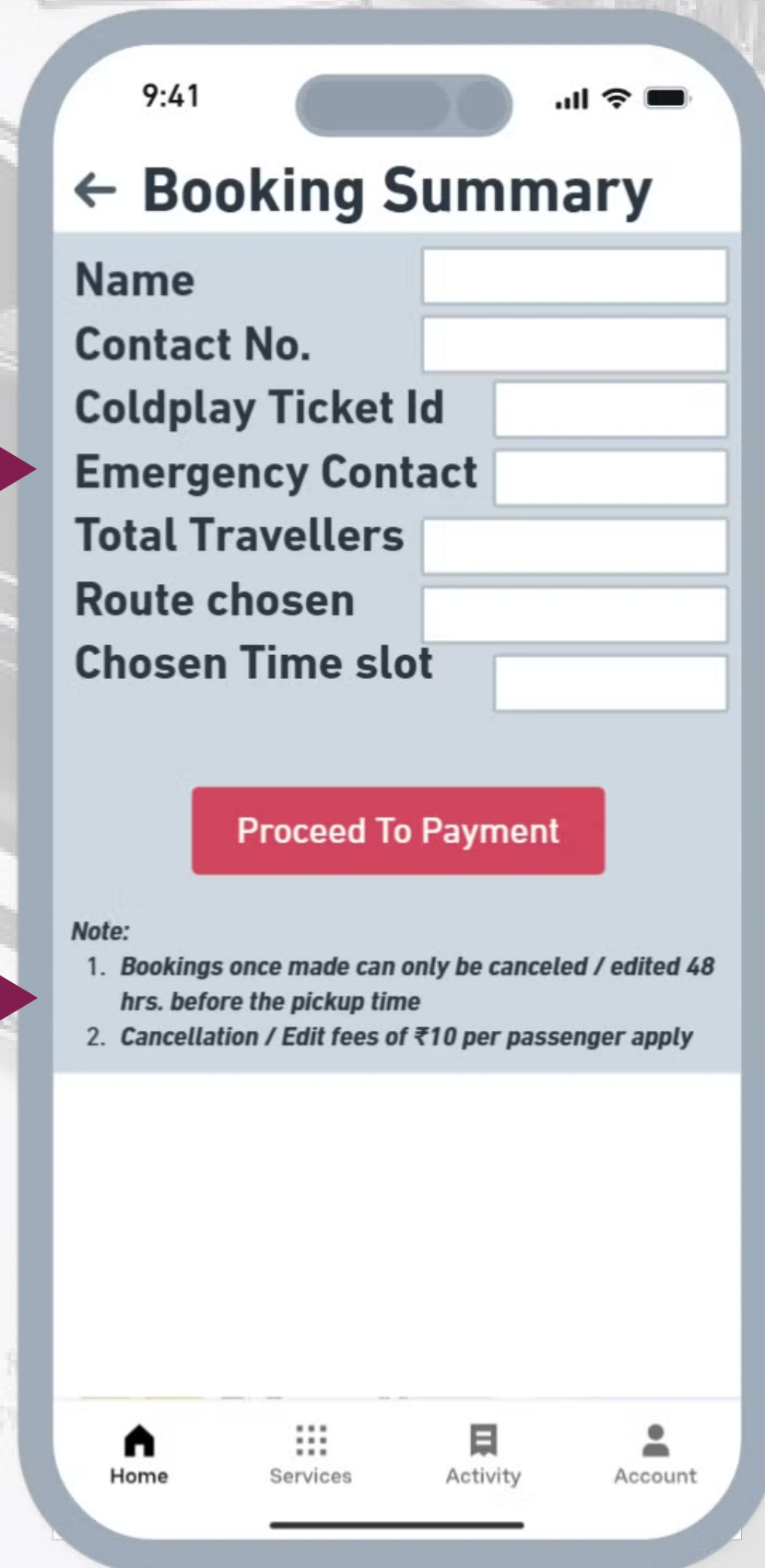
This makes the Shuttles exclusive

This data can also be sent to the Coldplay event managers incase of an emergency.

Wireframing

The User is then taken to the Booking Summary Page, which has personal details and all the other details about the Selected Route

Additional Note is attached to let the Users know about the Cancellation Policy of the Shuttle Service



9:41

← **Booking Summary**

Name

Contact No.

Coldplay Ticket Id

Emergency Contact

Total Travellers

Route chosen

Chosen Time slot

Proceed To Payment

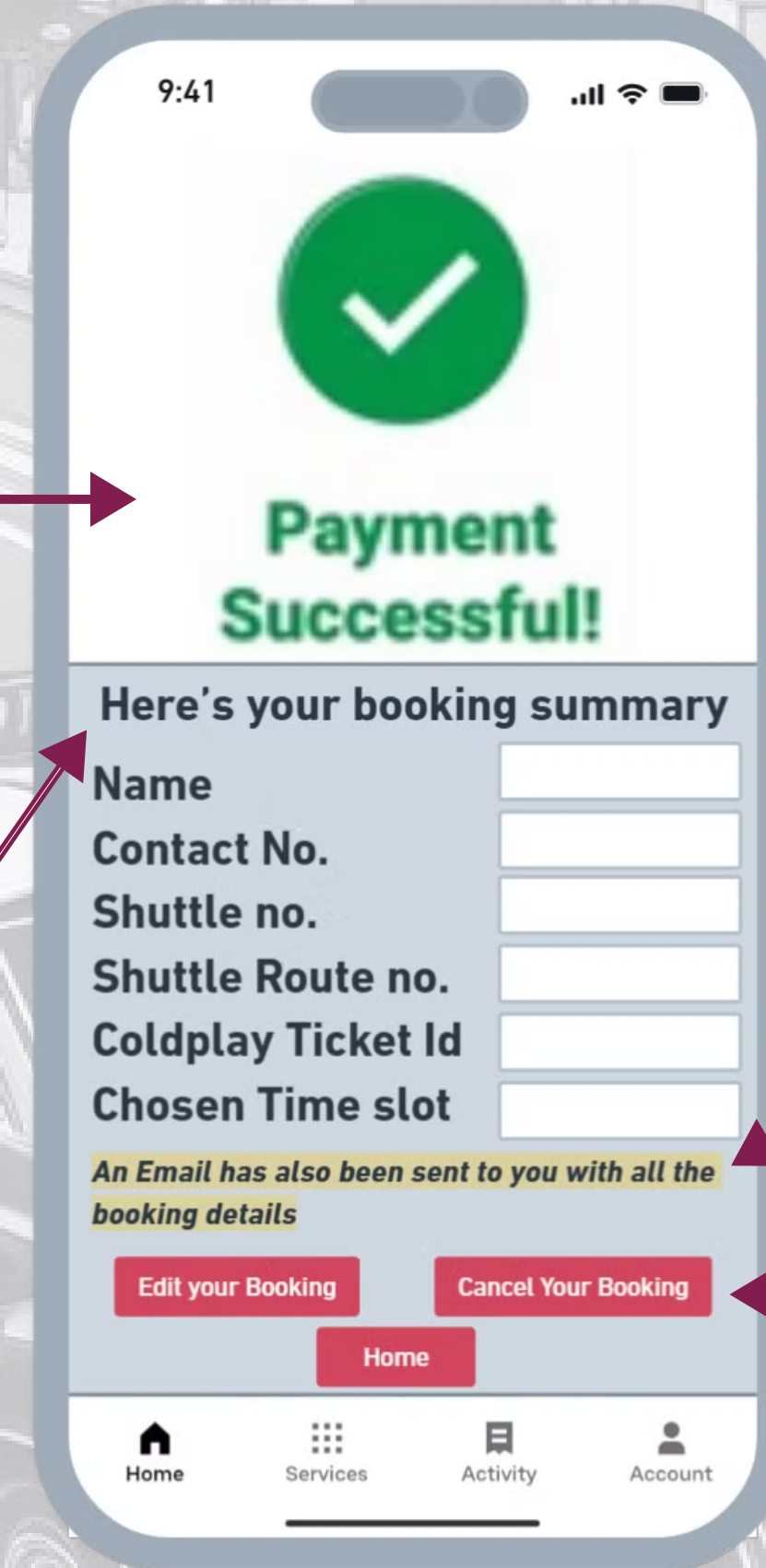
Note:

1. Bookings once made can only be canceled / edited 48 hrs. before the pickup time
2. Cancellation / Edit fees of ₹10 per passenger apply

Home Services Activity Account

After the payment is done, the User is redirected to a Payment Successful Page

Has details about the User and his Booking



9:41



Payment Successful!

Here's your booking summary

Name

Contact No.

Shuttle no.

Shuttle Route no.

Coldplay Ticket Id

Chosen Time slot

An Email has also been sent to you with all the booking details

Edit your Booking **Cancel Your Booking**

Home

Home Services Activity Account

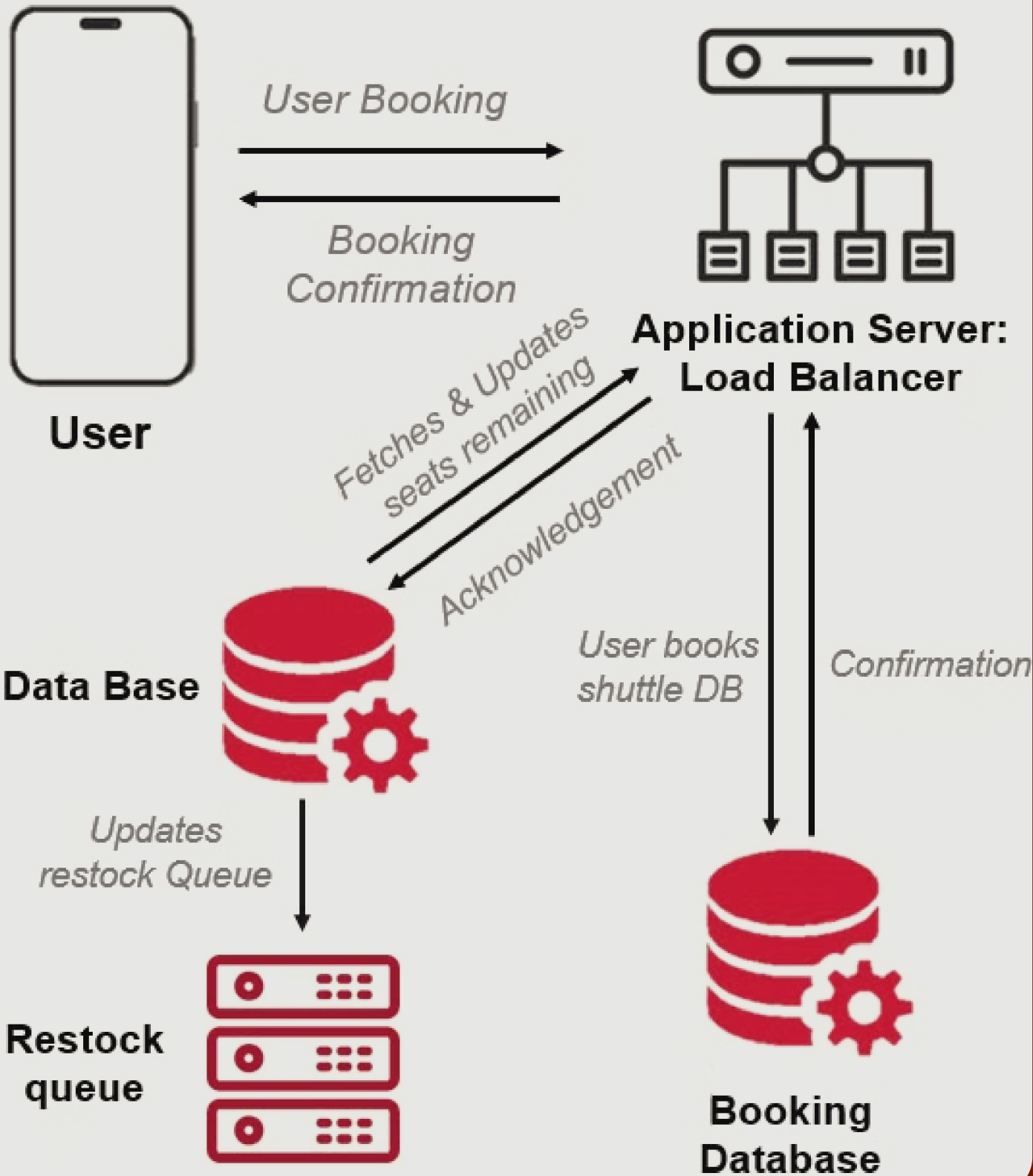
A prompt letting Users know that a Confirmation email has also been sent containing all the booking details

This page also allows Users to Edit/Cancel their Bookings

How will we measure success?

METRIC TYPE	METRIC NAME	DESCRIPTION/ GOAL
North Star Metric	Total Concert-Day Rides	The goal is to assess success of shuttle program in meeting high transportation demand and generating revenue.
L1 Metric	Shuttle Booking Rate	To evaluate how well the solution attracts users to pre-schedule shuttles, helping manage peak demand.
L2 Metric	Shuttle Utilization Rate	Measures the percentage of shuttle capacity utilized per ride. Goal: To ensure that each shuttle operates at optimal capacity, maximizing efficiency and revenue.
Adoption	New User Sign-Ups via Shuttle	Number of new Uber users who register and use the shuttle service for the concert. Goal: To assess the solution's success in attracting first-time Uber users through the concert event.
Engagement	Return Shuttle Bookings	Measures how many users book both arrival and return shuttles for the concert. Goal: To gauge user engagement and satisfaction by tracking repeat bookings within the same event.
Guardrail	User Satisfaction Rating	Average user rating for shuttle rides post-event. Goal: Maintain a high satisfaction rating (4+ out of 5) to ensure a positive user experience and prevent negative feedback.
System	Shuttle On-Time Performance	Measures the percentage of shuttles that arrive and depart on time as per the app schedule. Goal: To ensure reliability in shuttle service, minimizing delays and user frustration.

System Design of User Booking tickets



Risks and Mitigation

Risks

Low User Awareness and Adoption

Description: Concert-goers may be unaware of the shuttle service or may not trust it as a reliable option, especially if it's a new feature within the Uber app.

Traffic Delays Impacting Shuttle Timing and User Satisfaction

Description: Traffic congestion near the concert venue or en route could delay shuttles, affecting user satisfaction and reliability.

Insufficient Shuttle Availability or Overcrowding

Description: High demand during peak times could lead to an insufficient number of shuttles, overcrowding, or long wait times.

Safety Concerns and Liability Issues

Description: As Uber partners with third-party bus providers, the safety standards of shuttle operations may vary, leading to potential risks or liability issues if incidents occur.

Mitigations

In-App Promotion & Push Notifications

Use targeted in-app banners and notifications for concert-goers who are booking in the vicinity, to raise awareness about the shuttle option.
Concert Partner Marketing: Collaborate with the concert organizers to include shuttle service details in all concert-related communications (emails, social media, venue posters) to increase user trust and visibility.

Dynamic Routing and Real-Time Updates

Integrate GPS tracking and traffic monitoring within the Uber app to provide real-time shuttle status updates and estimated arrival times to users.
Dedicated Traffic Lanes: Work with local authorities to establish temporary, dedicated lanes for shuttles on concert days, reducing delays due to regular traffic.

Demand Forecasting and Pre-Event Capacity Planning

Use historical demand data and pre-booking counts to estimate the required number of shuttles at different times and locations, adjusting the fleet size accordingly.
Staggered Shuttle Timings: Schedule shuttles at staggered intervals to better manage crowds and ensure that passengers have access to rides at regular intervals without overcrowding.

Safety Audits and Driver Background Checks

Mandate that all partner bus providers meet Uber's safety standards, including regular vehicle inspections and driver background checks.
In-App Safety Features: Integrate Uber's safety features, such as live tracking and emergency assistance, for shuttle services, ensuring a consistent safety experience across all Uber rides.